

617196

**SUBJ: AIRWAY FACILITIES MANAGEMENT CONSULTING AND EVALUATION PROGRAM**

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1. **PURPOSE.** This order outlines Airway Facilities (**AF**) management consulting and evaluation guidelines and responsibilities under the direction of the Director of Airway Facilities and by the latest edition of Order **1800.2**, Evaluation and Appraisal of Agency Programs.
- 2 **DISTRIBUTION.** This order is distributed to the division level in Airway Facilities in Washington; to the branch level in the regional Airway Facilities divisions; to director level at the FAA Technical Center and the Aeronautical Center; and all Airway Facilities field offices with a maximum distribution.
3. **CANCELLATION.** Order **1800.14F**, Airway Facilities Evaluation- Program,- dated-March 1, 1993, is canceled.
4. **EXPLANATION OF CHANGES.** This order incorporates changes required by Order **1800.2**. It also reflects **AF** requirements based on organizational and functional changes in the **AF Evaluation Program**. This revision:
  - a. Ends triennial program evaluation requirements.
  - b. Reduces comprehensive management evaluation requirements to as needed.
  - c. Clarifies the role and responsibilities of the Management Consulting Staff, **AAF-20**.
  - d. Ends the requirement for one **AF** division-conducted evaluation per quarter.
  - e. Ends the requirement for submittal of annual evaluation plans to **AAF-20**.
  - f. Ends the requirement for developing and publishing of division-level guidelines.
  - g. Incorporates the consulting function within the **AAF-20** staff.

## 5. DEFINITIONS.

a. **Appraisal.** An evaluation of management and organization issues which typically cross organization or program lines and extends beyond the AF organization.

b. **Comprehensive Management Evaluation (CME).** An evaluation of the total program performance, effectiveness, and efficiency of AF headquarters and field organizations.

c. **Consulting.** A service for resolving or improving program processes and organizational performance. Mutually derived solutions and alternative processes are developed through objective analysis, two-way communication, and identification of subject matter expertise.

d. **Evaluation.** A formal management assessment of programs, activities, or organizations measured against specific objectives, standards, and administrative policies.

e. **Onsite Followup Evaluation.** An onsite visit to review and validate the status of evaluation recommendations. This includes customers' perspectives of the effectiveness and value of the initial evaluation.

f. **Program Evaluation.** An indepth evaluation within a given functional area in which program strengths and deficiencies are identified.

g. **Special Evaluation.** A focused evaluation of a specific topic or area of unique interest and concern to management. It is generally requested by management as a result of special or unusual situations or circumstances, such as findings from other evaluations or a change in key management or structure of an organization.

h. **Tracking System.** A method of monitoring the status of evaluation or appraisal recommendation action items. This information will serve as a basis for trend analysis.

i. **Trend Analysis.** A review of past evaluation findings and recommendations to discern the cause of common problems or issues which may require guidance, direction, emphasis, or resource(s).

**6 GENERAL GUIDELINES.** The following general guidelines govern the **AF** Management Consulting and Evaluation Program:

- a. The **AF** Management Consulting and Evaluation Program is designed to provide **AF** management with an independent assessment regarding the effectiveness and efficiency of **AF-managed** programs and activities.
- b. To prevent possible duplication of effort, resource use, and conflict in scheduling, all evaluations, appraisals, and special studies conducted outside of **AAF-20** should be coordinated with **AAF-20**.
- c. Every **AF** program is designed to provide reliable service to the user and is subject to evaluation. Evaluations are constructive, emphasizing recognition of organizational accomplishments and successes, as well as pointing out areas that need improvement. Sharing improved methods, techniques, or procedures for program management will be a goal and natural product of the evaluation process.
- d. Schedules for evaluations will be projected and coordinated as far in advance as possible to avoid conflicts with other scheduled activities.
- e. Entrance and exit briefings should be presented, as appropriate, to the manager of the program or organization evaluated.

**7. RESPONSIBILITIES.** The Director of Airway Facilities is responsible for evaluating **AF** activities and programs to assure effective and efficient program accomplishment.

- a. **The Management Consulting Staff, AAF-20, shall:**
  - (1) Serve as the management consulting resource for the Director of Airway Facilities.
  - (2) Serve as the **AF** focal point for appraisals, studies, and evaluations.
  - (3) Conduct **AF** appraisals, studies, and evaluations, as required or necessary, consistent with national evaluation principles, policies, and guidelines.
  - (4) Accomplish program objectives and responsibilities through the effective use of evaluation resources.
  - (5) Provide advice, assistance, and consulting service on **AF** evaluation matters to all **AF** organizations and offices.
  - (6) Maintain a tracking system for all evaluation action items resulting from evaluations conducted by **AAF-20**.

- (7) Maintain a repository of all **AF** evaluation, appraisal, and special study reports.
- (8) Conduct **followup** evaluations.
- (9) Solicit candidate topics for evaluation consideration for the following fiscal year.
- (10) Provide customers periodic feedback as to the status of consulting and evaluation program activities.

b. **The headquarters AF organizations and regional AF divisions reporting to the Director of Airway Facilities shall:**

- (1) Support **AAF-20** evaluation activities.
- (2) ~~Coordinate all~~ internal evaluations, appraisals, and studies with **AAF-20**. Consider using the resources of **AAF-20** for assistance in the accomplishment of evaluation activities.
- (3) Provide **AAF-20** with a file copy of the final report for each significant internal evaluation, appraisal, or study to be included in the **AF** report repository.
- (4) Provide evaluation recommendation and action item progress reports for all evaluations conducted by ~~AAF-20~~.
- (5) Support requests for evaluation activity summary reports and other related information.

  
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